

Achievement of Market-Friendly Initiatives and Results Program

(AMIR 2.0 Program)

Funded By U.S. Agency for International Development

Support to the Ministry of Planning (Phase I)

Final Report

Deliverable for MEI Component, Task No. 365.1
Contract No. 278-C-00-02-00210-00

August 2002

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Executive Summary

The purpose of this consultancy was to provide general assistance to the Enhanced Productivity Program of the Ministry of Planning (MOP) of the Hashemite Kingdom of Jordan in accordance with the Memorandum of Understanding between the MOP and the AMIR Program. This assistance was provided by the consultant's presence at and participation in the development of the EPP and its daily operations.

The EPP faced a serious challenge in getting started during the period of this consultancy. It had very heavy expectations for immediate results placed upon it by the political leadership. While largely able to achieve many of these goals, a number of improvements in the way the organization is structured and run may increase its ability to react to requirements more efficiently in the future. These recommendations are summarized below:

The role of monitoring and evaluation within the EPP needs to be dramatically strengthened in order to develop specific, achievable goals in each project.

The leadership should recognize that the primary achievement of the EPP has been the establishment of the unit and the mechanisms for handling ever-larger funding levels smoothly and efficiently.

- There is a visibility problem for the EPP. I recommend that any of the following actions not yet implemented be given priority by the Director and supported in any way possible by the AMIR Program and USAID:
 - (a) Formal notification to MOP, government, donor and NGO communities of the Director's appointment.
 - (b) Informal visits to EPP partners in the MOP, government, donor and NGO communities.
 - (c) Marketing with members of the EPP Steering Committee, particularly the private sector members.
 - (d) Development of a branding and public affairs campaign.
 - (e) Background briefings and media lunches for the press.
 - (f) A steady flow of results and media events for the Ministry (Village Clusters, small grants, new businesses under EPC, etc.)
 - (g) A regular briefing schedule for the core EPP team with the Secretary General and, most importantly the Minister

- The Minister should aggressively push for a quasi-governmental status for the EPP, similar to that of DEF with exemptions from a number of procedural requirements.
- Organizational independence and a visible link to the Minister would help alleviate a lack of clarity within the MOP's traditional directorates about the urgency accompanying EPP actions and their role in supporting the EPP.
- The staff of the EPP are uniformly first class, but in need of additional training. They need a comprehensive training plan and budget for implementation.

Despite the above issues, the EPP has the potential to create a sea-change in the way development is viewed and implemented in Jordan, by Jordanians. The basic premise underlying the program is that instead of lifting Jordanians from poverty with traditional infrastructure and welfare interventions the government's role is that of enabler. This focus on self-reliance is a significant new direction, in keeping with USAID's own developing philosophy. Anything that USAID and the AMIR Program can do to support this trend and its manifestation in the EPP should ease the requirement somewhat for direct USAID implementation and management of the development affairs of Jordan.

General Findings

I. Purpose and Activities

The purpose of this consultancy was to provide general support to the Ministry of Planning. The great majority of this support was intended and was provided to the Ministry for the creation and operations of the Enhanced Productivity Project (EPP) a project unit within the Ministry responsible for domestic development operations under a mandate from the Jordanian Cabinet. Secondary support was provided to other Ministry offices, particularly that of the Secretary General of the Ministry.

Prior to the period of this consultancy, the consultant had carried out similar responsibilities as a long term AMIR Program staff member. That six-month internal assignment was very focused on creating and staffing the EPP. This six-month series of consultancy assignments will focus more on the development of the unit's operations, both internal procedures and external development work. The goal of the consultancy over the full course of six months is to lay the foundations for a professional domestic development organization within the Jordanian government. A second goal is to support the Kingdom's immediate need for active projects on the ground.

II. The EPP

The EPP came originally out of the second Dead Sea Forum in March 2001 and was formalized by a Cabinet decree in January 2002. The mandate is to provide integrated, sustainable development projects in three specific areas (see below). Most of the projects therefore have income generation and community buy-in components.

The Cabinet granted the EPP extraordinary rights such as a special tendering committee in order to facilitate the Project's success. The Project was also given leeway in the hiring of exceptional staff with competitive salaries. Salaries range from 400 JD/month for the Administrative Assistant to 2400 JD/month for the Director.

The Cabinet also set-up a steering committee composed of Ministers and private sector representatives to oversee the EPP. The Steering Committee, chaired by the Prime Minister, has at its disposal a special Monitoring and Evaluation Unit that helps keep the EPP aligned with its goals.

EPP Structure and Goals

The structure of the EPP is flat but effective. Each of the Program Officers is autonomous within his/her own sub-element. The Director with reference to the Minister for major contracts makes decisions. The Administrative cell includes a Contracting Officer, Public Affairs and an Administrative Officer.

MOP
Director, EPP
Program Officers
Admin Staff

There are four distinct EPP sub-elements, each with its Program Officer. Some of these are further subdivided into component parts and each of the sub-elements supports the others. The Program Officers are co-located and required to coordinate all their activities.

Village Clusters

Village Clusters grew out of a successful experience with a similar project in Lebanon. Groups of rural communities sharing social and economic characteristics form an association. This association, together with the EPP, selects two projects for implementation in their collective area. One of the projects if not both is income generating. The association is required to match at least 30% of the funding provided by the EPP to demonstrate its commitment to the long-term sustainment of the projects.

Three separate consortia of non-profit organizations each with an international and local partner, are implementing the current EPP Village Clusters program for \$2.8m each.

Enhanced Productivity Centers

The EPCs are twenty-one consultancy centers covering every governorate in Jordan. Each center is located in a central area and staffed by at least two senior consultants. These consultants are tasked with locating men and women interested in creating a new business opportunity or expanding their current business and provide them access to the resources they need to succeed. Specifically, they offer help with business planning, training and access to sources of funding. The consultants and their clients may turn to an Amman-based Central

Support Unit for expert guidance on financial management, specialized businesses (agribusiness) and IT requirements.

The EPP's EPC Program has been subcontracted to a Jordanian consulting company, MMIS, along with a local and an international partner. The contract is worth \$2m.

Community Infrastructure Program

The CIP is composed of four sub-groups, each of which requires substantial investment:

1. CIP Tourism
2. Governorates/Municipalities
3. Agribusiness
4. Village Clusters

Each of these four areas has two tracks within it, ie. a Fast Track and a Pilot Project Track. The Fast Track includes projects that can be implemented quickly, such as existing gray water projects for rural communities that can be rapidly expanded with additional funding. The Pilot Projects have a longer time horizon and include innovative new approaches to problem areas. For example, under the Governorates/Municipalities subsection there is a plan to hold a competitive bid for local projects, implemented by the governorate's own staff under the capacity-building guidance of development experts from the NGOs and the private sector. These infrastructure projects add to the traditional roads and power lines to offer community development, gender awareness and capacity building. Total program value is approximately \$14m.

Training & Small Grants

The EPP seeks to round out its assistance package with an emphasis on training. The TSG section will initiate an On-The-Job training program, a vocational training program in coordination with the Vocational Training Centers and an internship program for rural and disadvantaged youth. These projects will be targeted towards clients of the EDCs, but will gradually expand their focus to serve all elements of the Jordanian population. In addition this component has a portfolio of small grants to meet specific needs at the village and community level.

Additional Funding

During the month of August the Minister of Planning asked the Jordanian Cabinet for additional funding of up to JD 10 million, which he received. This brings the total budget of the EPP to JD 35 million, or \$50,000,000. The Cabinet indicated that the EPP is the premier development program for Jordan and the expectations are therefore equally high. This additional funding is not tied to this calendar year, but must be programmed this year for expenditure over the coming months (into 2003).

III. Issues Facing the EPP

· *High Expectations*

The demands upon the EPP are extremely high. The addition of funding by the Cabinet in August, while a vote of confidence in the program, will only serve to increase these expectations, i.e. “We’ve given all the resources needed to achieve great results, now let’s see these results.” This is only fair, of course, assuming the results expected are attainable.

In some cases strict numeric deliverables have been established, specifically in the Enhanced Productivity Centers program. Among other contracted deliverables is a requirement for 400 new businesses or expanded businesses out of the EPCs by December 2002. This target cannot be reached in any sustainable way. To achieve this target would mean funding very risky businesses that would likely be out of operation in a matter of months. This also poses risks to the lending institutions nurtured by the AMIR Program and USAID that will be the vehicles for providing capital to these businesses.

In the case of the EPCs, as with some of the other programs, they were designed in haste due to national conditions and did not therefore have the luxury of extended reviews and discussions of the goals of the projects. This will likely not be the case with projects in the coming year, as the mechanisms for dealing with immediate requirements have been developed in the grants program and in the funding of line ministry projects from the CIP program.

In other cases such as with the CIP programs, no quantitative targets have been enunciated. This leaves the program with maximum flexibility, but also minimal guidance. There is a general sense that the EPP must begin to achieve visible results on the ground, but what exactly those results should be has not been clearly stated. We have, within the EPP, begun to lay out a vision and a mission statement as signposts for progress. At the same time, I believe that the role of monitoring and evaluation within the EPP needs to be dramatically strengthened in order to develop specific, achievable goals in each project.

The Minister is aware of the difficulties posed by the aggressive goals he has set for the EPP. My conversations with him indicate he will accept lower results, though he does not believe that openly lowering the goals before the end of the calendar year is appropriate. He prefers to leave the goal as a marker for the project to strive after, and will independently judge the success of the first year based on what has actually been achieved. It should be recognized that the primary achievement of the EPP has been the establishment of the unit and the mechanisms for handling ever-larger funding levels smoothly and efficiently.

· *Independence within the Ministry*

For the first few months of its existence the EPP did not have a formal director, nor did it have the direct interaction with the Minister that would have helped set its identity within the Ministry and within the government/NGO/donor communities. While I acted as director it

would have been completely inappropriate for me to take on any visible role in promoting the EPP.

This lack of identity led to the involvement of a number of different sub-groups in the affairs of the EPP. Committees of MOP directors were used to run much of the early EPP contracting. This naturally led to the EPP drifting in the direction of these established programs (SPP, Regional Affairs, etc.) and towards their ways of designing and implementing development projects. A number of programs were designed with EPP funding but minimal EPP involvement. These projects, specifically the Regional Affairs, Tourism and CVDB initiatives do not really meet EPP requirements of sustainable income-producing projects, but did meet an exigent social development need.

The beginning of this consultancy coincided with the arrival of the new Director of the EPP, Lutfi Sayegh. He had the unenviable task of going from a standing start to light speed in a matter of weeks. There was a natural transition period after his arrival in which the non-EPP directors began to be phased out of the EPP projects. The directors met this with mixed emotions; on the one hand an administrative burden was lifted while on the other a significant resource was redirected from their involvement.

The AMIR Program EPC Advisor and I coached the new Director on numerous occasions on the need to establish the EPP as a brand and give it an identity. To that end we recommended that he begin a number of aggressive actions, listed below. I recommend that any of these same actions not yet implemented be given priority by the Director and supported in any way possible by the AMIR Program and USAID:

- (a) Formal notification to MOP, government, donor and NGO communities of his appointment.
- (b) Informal visits to each of those community leaders
- (c) Marketing with members of the EPP Steering Committee, particularly the private sector members.
- (d) Development of a branding and public affairs campaign.
- (e) Background briefings and media lunches for the press.
- (f) A steady flow of results and media events for the Ministry (Village Clusters, small grants, new businesses under EPC, etc.)
- (g) A regular briefing schedule with the Secretary General and, most importantly the Minister

· Staffing

The team we assembled at the EPP is the finest I have seen anywhere in Jordan, public or private sector. Each member of the team is a true professional able to independently run their component, deal with counterparts and represent the Ministry. They have established a rapport that is mutually supportive and accomplishes the cross fertilization which we always intended be the hallmark of the unit.

The problem is that these ‘eagles’ are in the end still members of a government bureaucracy and bound by the rules and procedures that permeate the government. They are expected to do great things, and are capable of doing so, but are not currently free to make it happen.

One prime example of this is the approvals procedures that the team must go through. Program Officers must get up to four approvals of each invoice, and individual procurements already approved in a contractor’s workplan must receive another round of approvals. This leaves the staff feeling like paper pushers instead of field operatives making their programs work.

There is a sense that the program has not received the independence that it would need in order to accomplish the goals set for the EPP. The Minister should aggressively push for a quasi-governmental status for the EPP, similar to that of DEF with exemptions from a number of procedural requirements. The unit should be judged on their results and have their work subject to regular audits for compliance with major precepts of law, such as competitive procurement. The mechanism for this already exists in the Monitoring and Evaluation Unit.

There is also a slightly more abstract issue that is the perception of the staff that they are no different than other Ministry staff. While they are paid higher wages, they do not have any special status within the Ministry and have seen their program come under the direction of other Ministry staff. Organizational independence and a visible link to the Minister would help alleviate this problem.

Lastly, there is no training plan available for the staff. I intend to develop one, both for the needs of the staff and to ensure good morale. The staff should feel as though they are being well taken care of in exchange for their constant and hard work on behalf of the EPP and its development goals.

· Domestic Partners

One of the more troublesome things to come out of this assignment has been the lack of strong local partners for the EPP’s development program. This is particularly true of the private sector partners that the MOP is striving to nurture with its local bids. The MOP has actively tried to curtail the presence of international firms and NGOs, despite their experience, in order to foster and encourage local firms. Despite this, the

quality of local firms that have responded to bids or even tried to implement projects has not been what was hoped for. This has impacted the quality of the work that the EPP can implement, and added to the strain on the EPP staff of managing the contracts.

Despite this the MOP and the EPP remain committed to supporting local industry. The model used in the RCCDP program of partnering a local and international firm, with explicit contractual requirements for knowledge transfer, seems to be the most effective model.

The local NGOs, in particular Noor Al Hussein, Jordan River and JOHUD represent a much more effective implementing choice than the private sector firms. Some of these organizations are actively trying to expand their skill base in order to export labor or win international contracts.

IV. The Future of the EPP

The future of the EPP seems very secure given the recent Cabinet decision to grant it additional funds, the Minister's stated support for the program and the momentum the unit is beginning to achieve. None of the issues raised above are insurmountable. They address areas for concern and observation, and in some cases for action, but are not root problems. I summarize them below for reference.

Action	Actor	Timeframe
Monitoring & Evaluation	MOP/Donors	Sep - Dec
Visibility of the EPP	MOP/Donors (USAID)	Sep
Independence of EPP	MOP	Sep – Dec
Training Plan for Staff	MOP/AMIR Program	Sep – Oct

The momentum of the EPP is clearly in its favor. As programs begin to come online the attention of the Minister and the government will increasingly come to focus on the unit and its work. While this will necessarily increase expectations, a capable staff should meet these if they have the right tools in place. These tools are broadly the organizational ones of systems and structure and the strategic ones of political muscle and managed expectations.

The EPP will continue to get support from the AMIR Program, from USAID and from other donors, such as the Norwegian assistance program. The majority of this assistance should focus on the organizational development of the EPP as I believe the political

issues will take care of themselves as progress is made on delivering results to the MOP and the government.

V. The Ministry of Planning

I have also undertaken work for other non-EPP portions of the MOP. The following are summaries of some of this work.

- *Centers of Excellence*

The COE project has just begun to take shape under the MOP. This is primarily due to the arrival of Andrew Kaiser, AMIR Program as COE Director. The MOP sought my help in getting the IT Needs Assessment started, which was delivered during this trip. In addition, the MOP sought my guidance on how to get funding for implementation of the initial COE requirements for IT and the COE Unit within the Ministry. This was done in coordination with the AMIR Program COE team.

- *King Abdullah Fund*

The King Abdullah Fund sought my assistance in evaluating proposals for projects to be funded by the project. The KAF is a joint venture between the King and private sector donors to create private sector firms that provide employment and opportunities for Jordanians. They receive a number of proposals for funding and are dramatically understaffed for reviewing them. I have participated with the KAF team in some reviews, particularly of the data entry proposal received this summer.

- *Donor Work*

The Secretary general asked me to assist her with a number of specific concept papers in support of her fund-raising activities with donors. These concept papers dealt with the broad themes or topics that the Ministry wanted to develop, including estimations of their costs. In addition, we continued to develop the Donor Coordination Database under an AMIR Program subcontract to CNS Primus.

Annex A**ACTIVITY REPORT**

For AMIR Program Internal Use Only

Do Not Distribute

Activity: Ministry of Planning (EPP)
Time: 17-31 July 2002
Author: Andrew Griminger
For: Terri Kristalsky, MEI Team Leader

Enhanced Productivity Centers

I went to visit an EPC in Irbid following complaints from the SC that she had been unimpressed on her visit to centers in the south. The Irbid center was in acceptable physical shape and well located in a municipal building. Two staff were on duty and explained they had been focused on developing relationships with local government. They had had a number of client contacts. I suggested, and passed to MMIS that they develop the site with handout material for clients. We also discussed marketing of the EPC to the client base, in other words expanding beyond the macro contacts with local Chambers of Commerce and municipal authorities into the micro-communities where individual clients would be found. I suggested access thru the universities, the mosques, local associations, etc.

The contract with MMIS has had consistent problems. While MMIS won the MOP bid it did so primarily because of a lack of qualified opposition. Their implementation has been weak, with limited project management skills. I have had several meetings with MMIS management to go over issues that required renewed attention. Hatem Tieby and I recommended the hiring of an Ombudsman to travel to the field offices on a rotating basis and both address problems field consultants are facing and urge them out into the field to meet clients. This will be implemented before the briefing to the Minister in August.

I have been overseeing the work of an AMIR Program consultant (Ken Donaldson) developing the organizational chart and job descriptions of a new unit at the Development and Employment Fund under the Ministry of Labor. DEF will be given nearly \$7 million by the EPP for onward lending to microfinance institutions and other lending organizations. This will be done via a MOP unit at DEF responsible for disbursing the \$7m. DEF is a poorly run organization and the Ministry of Planning's longer range goal of reforming DEF's operations requires a very strong presence in the initial MOP unit. Mr. Donaldson's work will set the groundwork for the relationship between the new unit, DEF and the MOP, and as an aside will provide insight into DEF/MOP lending programs in order to protect USAID/AMIR Program interests in best practices among the microfinance institutions affiliated with the AMIR Program.

Village Clusters

The Village Clusters program has been proceeding smoothly with the one exception of the CAII/JOHUD consortium. CAII has been late in identifying projects, has made unreasonable demands for procuring luxury cars and has made changes in senior management that the EPP found unacceptable. A further problem is the openly hostile relationship between the two members of the consortium. This was all very apparent at a meeting between CAII, JOHUD and the EPP on the 31st, during which Princess Farah (JOHUD) made clear her desire to work independently of CAII. This was confirmed in a sidebar conversation I had with Reem Fariz (JOHUD). CAII was advised to change its Chief of Party, as I had discussed with USAID. Additionally, the EPP will monitor CAII's activities vis-à-vis their work with JOHUD, since local capacity building is an explicit part of their contract.

Community Infrastructure

I helped Ruby Asad of EPP screen and initiate a series of grant agreements for 17 local projects. Each is run by a local NGO and overseen by an international, since GoJ funds cannot go directly to international NGOs. The projects are extensions of ongoing successful work done by the NGOs and constitute part of the EPP's Fast Track projects for 2002.

We negotiated with the SPP and the office of Mr. Khalid Tarawneh the distribution of oversight responsibilities for the various Fast Track projects initiated outside of the EPP with EPP funds. EPP will manage Tourism, roads and Al Haq, with CVDB and 'Special Projects' to go to Mr. Tarawneh.

I continued development of the RFA for the governorates program and had extensive interaction with Ruby Asad and Lutfi Sayegh as the RFA was developed.

I met with the Secretary General a number of times to discuss her requirements for the tourism and agribusiness pilot projects. I requested her help in making sure time pressures were kept to a minimum so the projects could be fully developed as creative, sustainable models for development in Jordan.

EPP Capacity Building

I had a series of management discussions with the new EPP Director, Lutfi Sayegh. These focused on his management style, the expectations of the senior Ministry staff, of his staff and of other line ministries with whom the EPP must interact. In addition I focused on the goals of the AMIR Program, particularly in terms of microfinance and our need to protect the gains made in sustainability within the industry. On another level we discussed internal Ministry politics. I counseled that the best way for the EPP to position itself within the Ministry was by showing tangible results on the ground (see Public Awareness campaign).

I facilitated a two-day workshop for the EPP staff. The Secretary General and the Minister's chief political advisor attended portions of the event. A complete report of the event is attached here. The basis was to set a vision and establish goals for the project, determine accomplishments and obstacles in existing projects and fix a budget for 2003 operations. The

event also served as an excellent team-building exercise for a group of very professional hard-chargers tasked with an enormous program. The budget request for 2003 is nearly \$100 million to be managed by a staff of (at most) fifteen full-time Jordanian staff.

There continues to be a confused relationship between the EPP and the SPP. This is in part due to the continued existence of the SPP, which had been slated for termination at the end of this year. I held many meetings with the EPP Director regarding his position within the Ministry and the donor community. I counseled that as the community began to know of his position and as EPP activities began to bare fruit and garner acclaim, the tendency to direct EPP-related questions to the SPP and the use of EPP funds by other parts of the Ministry would fall away. To that end we began development of a media campaign for the EPP, for which we secured funding of 45,000 JD from the EPP budget.

There were a number of housekeeping issues that I took care of on behalf of the EPP. Issues such as space allocations, hiring of an Admin Officer, procurement of supplies, procurement of computers, document security, etc required time to either draft memoranda or explain to the implementing parties for each action. Of these document security is perhaps the most important and least thought of. It is my intention to push for a ministry-wide policy to secure certain documents and train the staff in their handling.

Other

The Monitoring and Evaluation Committee required by the Cabinet decision that created the EPP has not yet been set-up. I have agreed to halo develop it in accordance with the MOU between the Mop and the AMIR Program. My Concept Paper on the topic calls for an independent, well-respected senior member with one capable junior as a full-time field worker. This proposal has met with a general welcome but the entire M&E requirement has yet to be given any urgency by the Ministry.

The Director of the EPP has no control over the EPP budget, severely limiting his ability to quickly mobilize resources like consultancies, service contractors or even supplies. I put together a proposal that the Sec Gen will shop around in search of donor funds to create an administrative resource under the control of the director. This highlights a problem that I believe the COE program at the MOP can and should address namely the centralized budgetary control at the ministry. Some form of management to budget at the director level would probably meet much resistance from the financial authorities, but would greatly improve the ability of the directors to do their work and also give them some accountability.

I had a couple of conversations with Andrew Kaiser and Hatem Tieby (separately) on the COE work that will take place within the MOP. Progress in establishing the COE Unit has been slow, in part because of the appropriate staff not being in place (Hatem and a COE Advisor, slated to be David Webster) and in part because the MoP has not yet dedicated the resources required.

Presented by:

Andy Griminger

Annex B**ACTIVITY REPORT**

For AMIR Program Internal Use Only

Do Not Distribute

Activity: Ministry of Planning (EPP)

Time: Month of August 2002

Author: Andrew Griminger

For: Terri Kristalsky, MEI Team Leader

Enhanced Productivity Centers

We presented to the Minister a general plan to revise the leadership of the EPC program. Specifically, MMIS' contract will be scaled down to cover management of the field personnel and employment of the CSU only. The EPP will appoint a Program Director and an Operations Manager. MMIS will retain responsibility for the course materials and the logistics of the field staff. The goal is to shore up MMIS' operations where they have been weakest, i.e. in the overall management and coordination of the program. In conversations with the EPP staff I reinforced that the key is to remain mission-oriented and not be concerned with who is doing what work that should be done by someone else. This position seems clear to the staff, though I doubt it is within the rest of the Ministry where a focus on expected roles is much more rigid.

The DEF Unit hired its first employee, Khalid Muheissen as a financial officer. When I left Jordan he had been in place for about two weeks. He was having very limited success getting the support he hoped for from DEF. At the same time, AMIR's HR consultant was progressing with an overall plan for the unit. Right before leaving I spoke with the Minister. He indicated that he would pull some funding from DEF and transfer it to the small grants element of the EPP. This naturally affects the need for senior management within DEF. The AMIR consultant will provide his findings to the MOP. It will be up to them whether to pursue a senior Unit leader or accept DEF control over the unit and reduce the MoP's exposure. I recommended giving them a suggested course and letting them choose their own way, with the course being the selection of a junior vice senior manager and writing off the Unit. I do not perceive the real will to fight on the part of the MOP that would be necessary to make the Unit a beachhead for further changes inside DEF. This may simply be a lack of focus within the MOP on the issue.

Village Clusters

We held a series of meetings with CHF regarding changes to their budget. The end result will have no real impact on the program though it may impact their bottom line.

The saga with CAII continues. They have not yet acted on our direction that they change their COP. Hatem met with JOHUD to hear their complaints, but no further action at this point.

Community Infrastructure

The CIP Agribusiness PO and I convened a panel of fifteen local and international agribusiness experts to start generating ideas for the EPP's pilot projects in agribusiness. We presented four ideas of our own and engaged in a lively discussion of what works and doesn't and what is needed and isn't in Jordan. The results are in Arabic, but the report is attached to my final report.

I completed an RFA for a governorates capacity building project. This pilot program will use the services of an NGO to train the governors and staff of three governorates to handle integrated developmental projects. The RFA will be out on the street by early September assuming the review process within the Ministry doesn't waylay it. Early indications are that it is being well received. If so, the project should be implemented in the beginning of 2003 with 2003 budget dollars.

EPP Capacity Building

The EPP has been struggling to establish its presence, both within the Ministry and outside. I have been pushing the staff to achieve some immediate results and get them in front of the Minister. This will attract his interest and his confidence that the EPP is something he can push and highlight. At the same time I have suggested, both to the Minister and the Secretary General that he meet with the staff for some face-to-face. No action on that front yet.

I reviewed the public relations campaign that the EPP will undertake. We got our budget of JD 45,000 approved and started with an event in Madaba for the first EPC loan (to a bakery). We are aggressively preparing for the launch of the EPP, currently scheduled for the second week of September. We have asked for the launch to be under the patronage of both the King and the Queen.

I completely rewrote the job descriptions for all the current EPP staff in order to more accurately reflect their work. Job descriptions also have a political use in defining the responsibilities of the staff vis-à-vis other members of the Ministry staff. Once the Secretary General approves these descriptions she is essentially indicating her approval of their responsibilities.

I rewrote while in the States a concept paper for the request the MOP made for funding from the Norwegian government to support COE activities. The MOP is somewhat unclear on what exactly they want the funding for, having not yet made the allocation decisions they need to

make regarding the COE program. I intend to clear this issue up on my next assignment since it may be unnecessarily holding up progress on the COE program.

Other

Three additional computers, one scanner and a printer were delivered to the MOP. In addition I requested from AMIR MEI some additional resources that are due any day from the States (larger procurement).

The EPP Briefing has finally been completed (Arabic version). I am working on the English version for presentation to donors. It was presented to the minister and his comments were incorporated.

Following on a commitment made by the Minister I have begun the design and development of a Monitoring & Evaluation Unit for the EPP. The Unit will report to the Prime Minister as Chairman of the EPP Steering Committee. I am recommending a member of the Steering Committee as a part time director to head the unit. The staff of two will oversee field audits, reporting, financial audits, etc. Development of this unit will be complicated in the short time available.

Presented by:

Andy Griminger
Advisor, MOP for
AMIR Program,
MEI Component

Annex C**Contact & Document Lists**

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Document List

Date	Title	For	Format	Size (kb)	Pages
24-Jul	Concept Paper on Monitoring & Evaluation	HL	Word	39	3
28-Jul	Job Description EDC PO	LS	Word	29	2
29-Jul	Concept Paper on Technical Assistance	HL	Word	24	2
29-Jul	EPP Procurement Plan	TK	Word	43	2
29-Jul	EPP Organizational Chart	LS	PP	165	1
29-Jul	DEF Memorandum	HL	Word	26	2

30-Jul	Document Security Memorandum	HL	Word	26	2
30-Jul	Space Requirements	LS	Word	28	2
6-Aug	IT Terms of Reference	HL	Word	21	1
6-Aug	Activity Report July	TK	Word	38	4
8-Aug	Tourism Pilot Project Development Plan	BA	Word	35	2
10-Aug	Irada Program Workshop	LS	Word	154	11
10-Aug	USAID Report	AID	Word	30	3
12-Aug	Governorates Capacity Building RFA	HL	Word	171	28
13-Aug	Coordination Meetings	LS	Word	28	2
25-Aug	Five EPP Job Descriptions	LS	Word	140	10
29-Aug	Activity Report August	LS	Word	30	3
29-Aug	Concept Paper M&E Unit	HL	Word	28	2

See attached hard copy of Scope of Work.